


17 FEB 1959

MEMORANDUM FOR: Comptroller

SUBJECT : CIA Career Service Program

REFERENCE : Memorandum dated 29 January 1959 from
the IG to the Deputy Directors

1. In reference memorandum numerous points in the form of questions concerning the operation of the CIA Career Service Program are stated and you requested my written comments with respect to them for consideration in the consolidated report to be made by you.

2. My comments, identified to the questions submitted by the IG, are as follows:

a. It is my view that an Agency such as this needs to develop a career-minded attitude among its employees. The necessary strict security requirements place employees in the position of being somewhat isolated and compel them to be real devotees to their jobs. Further, considerable training is required in most of the activities and it is essential that all employees in whom the Agency has a sizeable investment consider their employment as a career and likewise that the Agency protect such employees through a career service program.

b. It seems to me that eligibility in the Career Service should be more restricted in order to permit personnel selected for the Service to feel that acceptance into the Service has some significance. The present criteria for selection has resulted in nearly all employees being eligible and accepted provided they work with the Agency for the minimum of three years. Some advantage would appear possible by establishing more rigid requirements, such as perhaps on the basis of dividing employees between professional and non-professional.

This might be worthy of consideration as I believe there is a difference in the amount of investment that the Agency has in these categories and that more extensive Career Service benefits could properly be provided to the professional than to the non-professional group. In the non-professional category there is that large group of clerical and general service personnel which normally has more turnover and to which there could be more limited application of "career" responsibilities and benefits without jeopardizing the normal rights and benefits of government employees. In the professional area, which requires higher education and more experience, there are technicians in all areas of operation; e.g. intelligence officers, logistic officers, accountants, auditors, lawyers, personnel officers, administrative officers, security officers, engineers, communication technicians, etc. Responsibilities and benefits of the professional category of employees, I would think, should be more extensive than for the non-professional, thus creating through a segregation in this way more significance than at present to Career Service for the professional category.

c. As indicated in a. above it would seem that the basic concept of separate career services for CIA is sound; however, it is conceivable that a single career service program might embrace the entire government intelligence community and thereby enable better utilization of personnel and afford greater opportunities to employees. This might be particularly appropriate and desirable in the intelligence, communications, and security areas.

d. The requirement for identifying individual positions under the Career Service has proven helpful in the designation of properly qualified personnel to fill specific positions.

e. I have no particular comment to offer on this point.

f. I believe this Office should have no objection to a greater interchange of employees on a rotation basis among major components provided that the policy would result in the arrangement of assignments so that the Agency and the individuals would receive benefits to its and their long term objectives. The Agency would benefit if incumbents of certain positions in the SF Career Service were to rotate to selected positions in other Career Services, such as Administrative, Logistics, DD/P, DD/I, etc., since upon return to appropriate SF Career Service positions their viewpoint

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would be broadened by such experience and they would be enabled to better perform in their SF positions.

g. The following comments are offered with respect to the CIA Career Service Program as a whole:

- (1) While most employees have been accepted into the Career Service it is my view that many question the advantages accruing or which will accrue to them under the program. The employees are required to commit themselves to serve the Agency anywhere the Agency determines, subject, of course, to consideration of personal factors, but there has been little evidence of specific benefits to the employees which are not provided under regular Civil Service. It would appear desirable for the Agency to take action to identify to the members of the Career Service the benefits currently available to them and to expedite statutory recognition and additional benefits to the extent possible.
- (2) One of the objectives of the Career Service is to develop career plans for individuals so that over a period of time they can be provided adequate training and experience to qualify for improved status and to better serve the Agency. It is believed that this aspect of the program should be accelerated to provide evidence to the members of the Service that the Service has real meaning and potential to them.

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Chief, Technical Accounting Staff

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